



OFFICE OF MANAGEMENT AND BUDGET  
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December 22, 1977

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

FROM: Wayne G. Granquist, Associate Director  
Management and Regulatory Policy  
SUBJECT: Congressional Liaison

*Wayne Granquist P*

In his memorandum of November 4 Mr. McIntyre notified you of our planned study of congressional liaison functions in the Executive Branch. He also mentioned that we would begin with a fact-finding effort. We hope to use the attached questionnaire as the principal means of collecting basic information for the study.

A major objective of the study is to provide the President an assessment of executive agency organizational and staff capabilities to communicate effectively and responsively to the Congress. We can't provide such an assessment unless we have a clear understanding of how agencies handle case work for the Congress. As you can see, we've tried to design the questionnaire to bring out that type of information.

I would appreciate it if you would have the questionnaire completed and returned to me by January 13, 1978. After we have analyzed the responses, we intend to interview as many knowledgeable congressional and agency staff as possible to complete our assessment.

Attachment

*OMB*

QUESTIONNAIRE

CONGRESSIONAL LIAISON/RELATIONS ACTIVITIES

IN THE EXECUTIVE BRANCH

Staffing of Congressional Liaison/Affairs

(1) How many people within your department/agency are involved directly in congressional liaison/relations work? How many are involved indirectly or in support capacities? Please draw necessary distinctions between full-time and part-time professional and support staff, actual numbers of people and staff/years, and other areas you consider important.

(2) Please describe the major work activities of the individuals included in (1) above. Try to provide as accurate an estimate as possible of the relative amounts of effort devoted to each major activity.

(3) Please provide a description of the types of people involved in your congressional liaison/relations activity (e.g., categorize by career and non-career, years of experience, General Schedule or equivalent grades of employees, etc.)

Organization for Congressional Liaison/Relations

(4) Please provide a table of organization or other clear diagram that shows:

° the internal organizational arrangements within the congressional liaison/affairs activity, and

° the organizational relationship of congressional liaison/relations to other agency units.

(5) To what extent does the congressional liaison/relations staff participate actively or in an observer role in program policy development and implementation? Please provide some examples, if possible. One aspect of participation that should be included in the description is the type and frequency of meetings at the policy and management levels.

Management and Coordination of Congressional Liaison/Relations

(6) What procedural arrangements do you have to assure efficient functioning of the congressional liaison/relations activity, including:

- ° tracking of mail for adequacy and timeliness of response;
- ° handling case work other than mail or telephone inquiries;
- ° assessing the volume of mail and other inquiries,
- ° tracking legislation and important congressional developments; and
- ° evaluating the effectiveness of procedures, including feedback from congressional offices?

(7) What arrangements do you have to assure effective coordination within your agency between congressional liaison/relations and other major units (e.g., General Counsel, Public Affairs, and major program offices? Please describe similar arrangements for external coordination (e.g., other agencies, including the Executive Office of the President).

Finally, we would appreciate a brief statement of your agency's view of the types of activities that should be included in a congressional liaison/affairs organization. What would you like to be able to do to improve your agency's effectiveness in this area?

## ROUTING SLIP

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